

Community Health Improvement Planning Processes

February 2, 2012
iLinc presentation
1 PM to 3 PM

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Learning Objectives

- Describe the benefits of the CHIP
- Describe links between CHIPs and PHAB Standards
- State at least two steps in the process for developing effective CHIPs
- Understand how to customize the scope and/or complexity of the CHIP based on the needs of the health department and community
- Describe the application and examples of the prioritization tools, meeting surveys and Gantt charts in CHIP development

Polling Question

Where is your health department in the development of a CHIP?

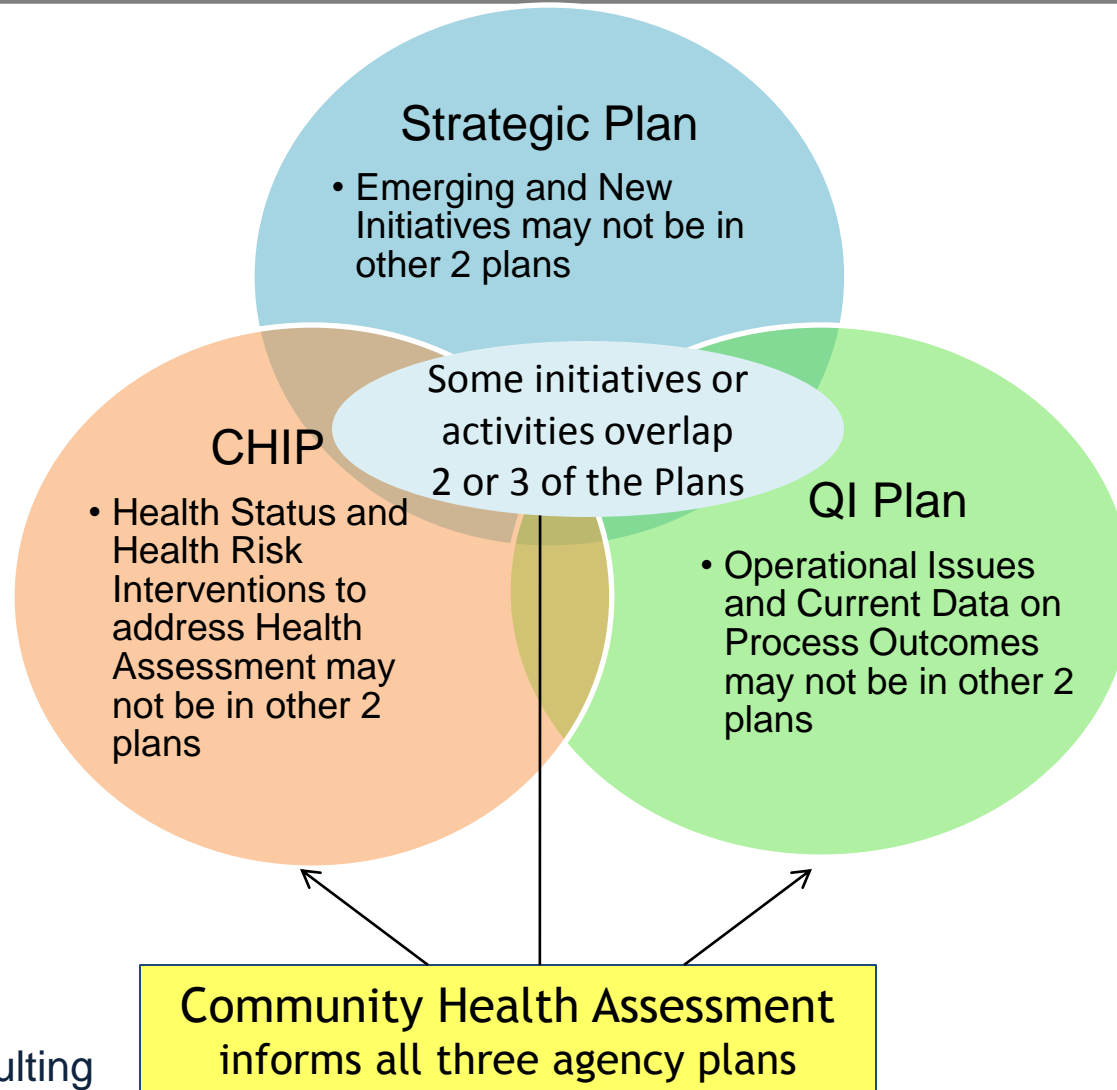
A: Have completed a CHIP in the last 3 years

B: In the process of developing a CHIP

C: Planning to develop a CHIP

D: No action, gathering information only

Public Health Accreditation Board (PHAB) Prerequisites



CHAs, CHIPs, and Strategic Plans

These documents provide evidence for requirements in the following standards:

- CHA: Required in Domain 1, Standard 1
- CHIP: Required in Domain 5, Standard 2
- Strategic Plan: Required in Domain 5, Standard 3

<http://www.phaboard.org/accreditation-process/public-health-department-standards-and-measures/>

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Domain 1: Conduct and disseminate assessments focused on population health status and PH issues facing the community

Standard 1.1 : Participate in or conduct a collaborative process resulting in a Comprehensive Community Health Assessment.

1.1.1 T/ L: Participate in or conduct a partnership for the development of a comprehensive community health assessment of the population served by the health department

1.1.2 T/L: Complete a local community health assessment

1.1.3 A: Ensure that the community health assessment is accessible to agencies, organizations and the general public

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Domain 5: Develop public health policies/plans

Standard 5.2 : Conduct a comprehensive planning process resulting in a Tribal/State/Community Health Improvement Plan.

5.2.1 L: Conduct a process to develop a community health improvement plan

5.2.2 L: Produce a community health improvement plan as a result of the community health improvement process

5.2.3 A: Implement elements and strategies of the health improvement plan, in partnership with others

5.2.4 A: Monitor progress on implementation of strategies in the community health improvement plan in collaboration with broad participation from stakeholders and partners

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Domain 5: Develop public health policies/plans

Standard 5.3 : Develop and implement a health department organizational Strategic Plan.

5.3.1 A: Conduct a department strategic planning process

5.3.2 A: Adopt a department strategic plan

5.3.3 A: Implement a department strategic plan

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Why Create a Community Health Improvement Plan? - Benefits -

- Increases visibility of public health
- Creates advocates for public health
- Creates a healthier community
- Anticipates and manages change
- Strengthen public health infrastructure
- Builds stronger partnerships
- Builds public health leadership
- Cuts across silos



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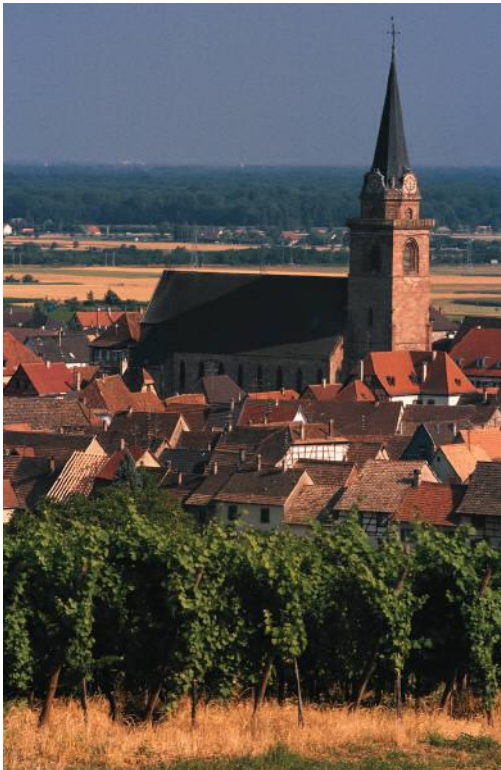
Developing a healthy community...

Involves **planning** & **collective action** to generate solutions to community problems.

Developing a healthy community should be:

- a long-term endeavour.
- well planned.
- inclusive and equitable.
- holistic and integrated into the bigger picture.
- initiated and supported by community members.
- of benefit to the community.
- grounded in experience that leads to best practice.

Slide courtesy of Laura Landrum



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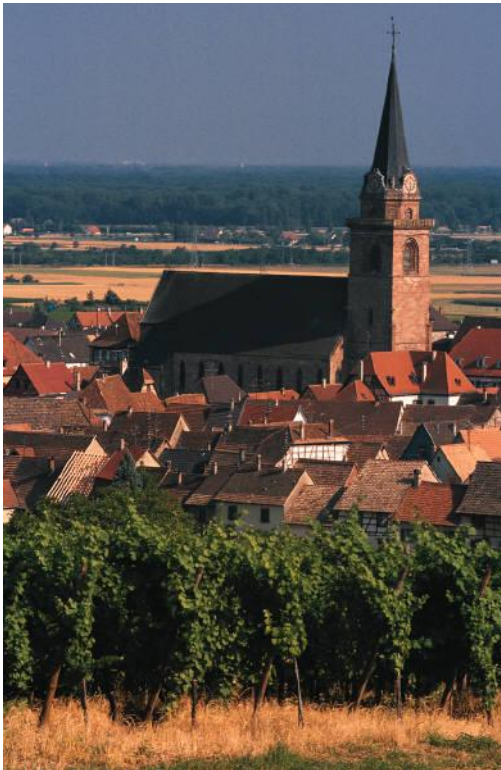
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Developing a healthy community...

...requires and helps build community capacity

- to address issues.
- to take advantage of opportunities.
- to find common ground.
- to balance competing interests.



It does not just happen—it requires both a conscious and a conscientious effort to do something (or many things) to improve the community.

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Let's discuss!

What are other benefits of developing a CHIP?

Ways the prerequisites relate to each other?

Ways the CHIP links to the PHAB standards and measures?

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MAPP provides...

- a framework,
- guidance,
- structure, and
- best practices...

for developing healthy
communities.



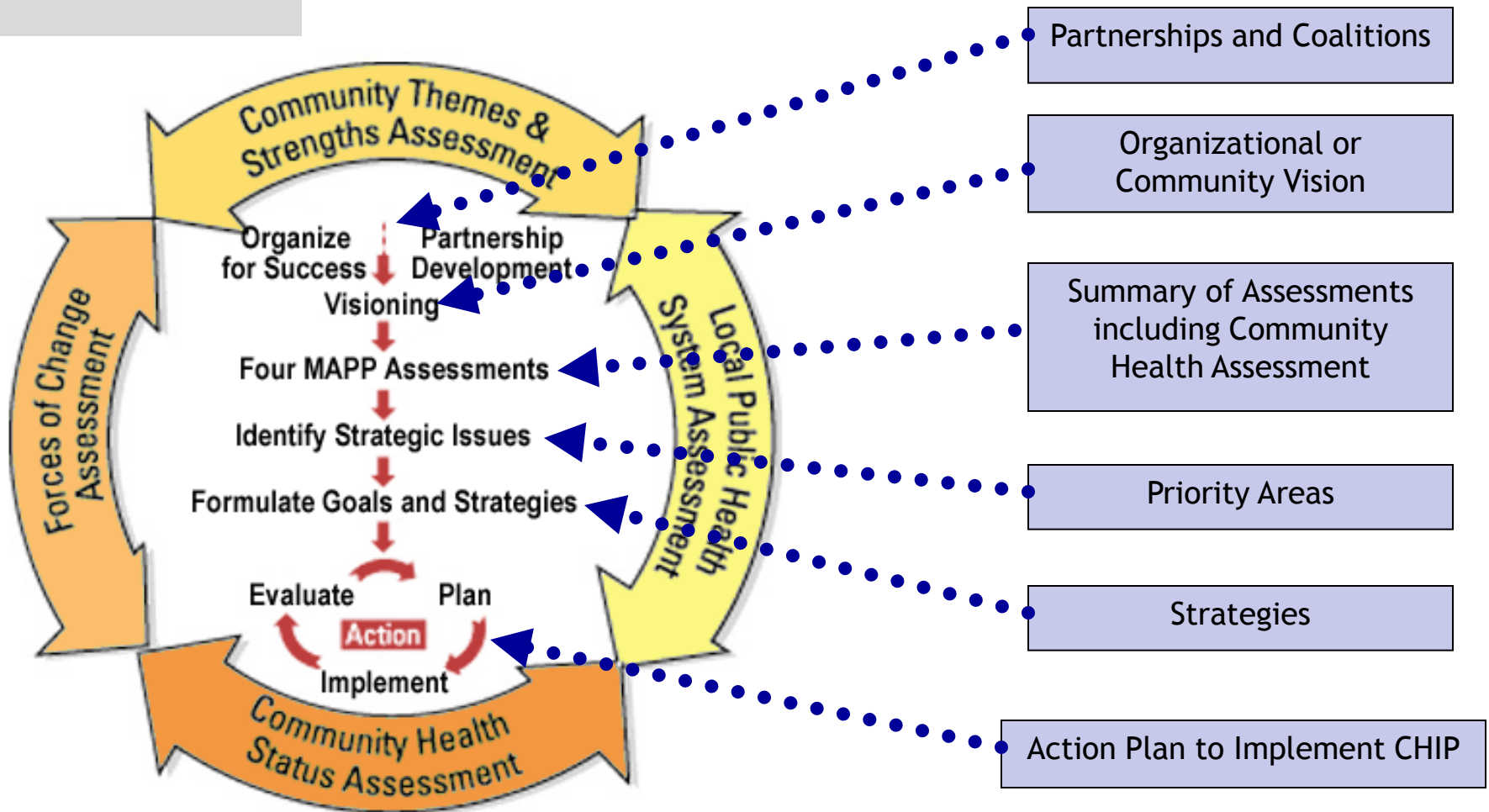
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MAPP as a Framework



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Develop Community Partnership for CHIP Development



Key stakeholders and other community organizations and members must be engaged in development of the CHIP for a community to achieve its vision.

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Partner Benefits - Examples

- Increases their visibility and stature in the community
- Supports their mission or serves their constituency
- Positions them for future funding opportunities
- Strengthens partnerships for future endeavors



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Characteristics of Successful Community Coalitions

- Effective leadership
- Diverse membership
- Structure
- Vision-focus balance
- Resource stability and diversity
- Evaluation

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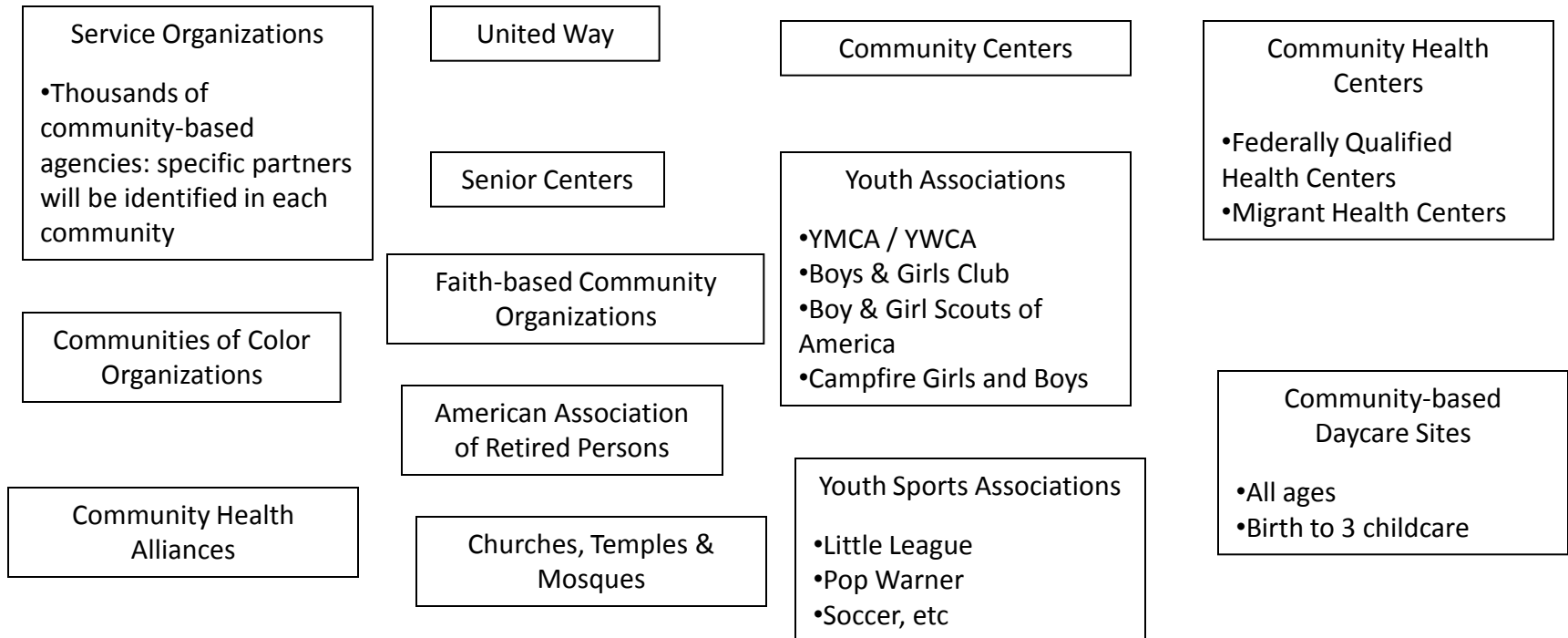
Examples of Tools for Establishing Successful Partnerships

- Sector Mapping to identify Key Stakeholders and their needs
- Meeting Survey Tool to improve the participation and contribution of community partners
- Gantt charts for scheduling and monitoring progress



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Example of Community-Based Sector



Bullets refer to examples of organizations and are not a comprehensive listing.

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Questions for Meeting Survey

5 point Likert scale (1-not at all, to 5-extremely)

- 1) Commitment to the group: To what extent was I committed to helping achieve the group's goals for this meeting?
- 2) Clear Goals: To what extent were the goals clear for this meeting?
- 3) Communication: To what extent was the discussion open, with sharing of diverse ideas and perspectives?
- 4) Participation: To what extent did I say or contribute what I thought was important to achieving our goals?
- 5) Effectiveness: Overall, how effective was the group in meeting its goals?
- 6) Value: How valuable were the goals compared to other things we need to accomplish?

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Example - AIM for Meeting Effectiveness

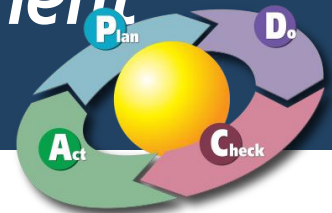
“Increase the effectiveness of Community Health Improvement Plan (CHIP) planning meetings and maximize stakeholder participation. We do this in order to increase member engagement and contribution to the development of the CHIP.”

Measures of Improvement:

- Increase in meeting attendance (% of members that regularly attend)
- Increase in effectiveness (% of members rating meetings as effective or valuable)
- Increase in engagement (% of members rating their commitment as high)
- Increase in participation (% of members that contribute resources to CHA/CHIP activities)

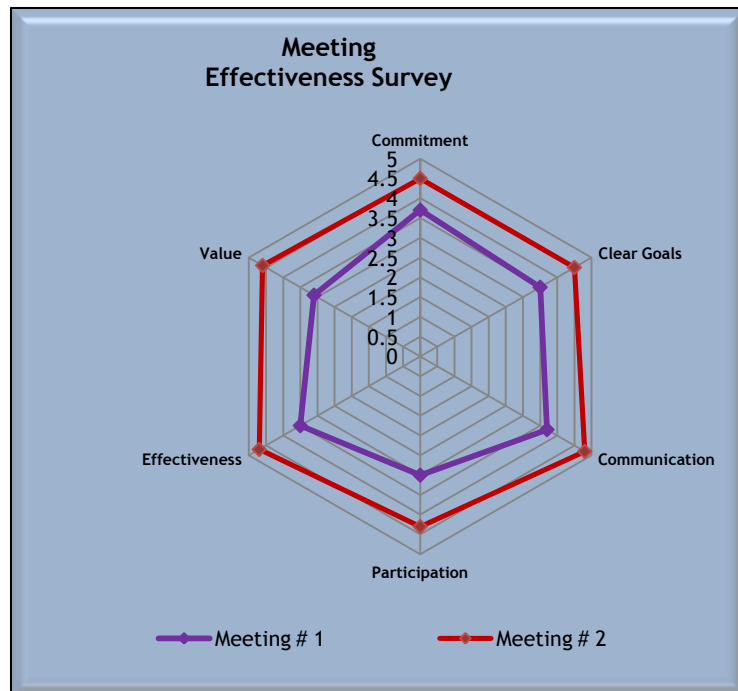
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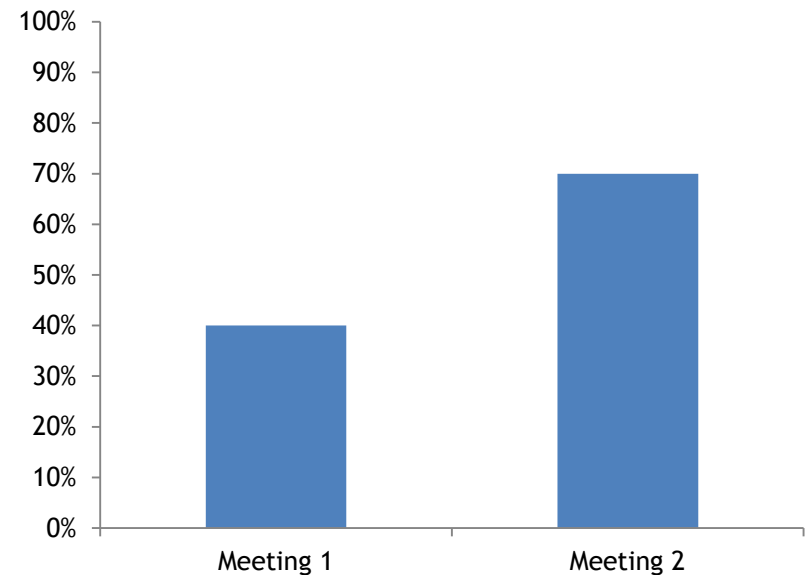


Example

Meeting Effectiveness
improved from 3.4 - 4.6



Average Participation by
Sector



Sector Representation
increased from 40% to 70%

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Organize Your CHIP or SHIP Process with a Gantt Chart

Example Timeline/Workplan for the MAPP Process

The example timeline/workplan below uses a 18-month timeframe. The activities included under each phase are examples of activities that could be conducted. As emphasized throughout the MAPP guidance, communities should implement each phase in the way that best meets their community characteristics and needs. The timeline focuses on the planning aspect of MAPP; the implementation and evaluation activities (the Action Cycle) should be sustained long after the MAPP timeline below ends.

MAPP Phase / Description of Activity	Months (using a 18 year timeline)																	
Organize for Successful Partnership Development																		
• Determine why the MAPP process is needed																		
• Identify, organize, and recruit participants																		
• Design the planning process																		
• Assess resource needs																		
• Conduct a readiness assessment																		
• Develop a workplan, timeline, and other tools																		
Initiating																		
• Prepare for and design the mapping process																		
• Hold mapping sessions																		
• Collaborate across and across sectors to date																		
4 MAPP Assessments																		
Community Themes and Strengths Assessment																		
• Identify accomplishments, approaches, and resources																		
• Hold community dialogues and focus groups																		
• Develop a plan to collect a community survey																		
• Conduct a readiness assessment with key leaders																		
• Complete readiness challenges and opportunities																		
Local Public Health System Assessment																		
• Prepare for the LPHSA readiness assessment																		
• Discuss the Essential Services Study org. activities																		
• Report to the performance measures committee																		
• Discuss readiness challenges and opportunities																		

- What will the process entail?
- How long will it take?
- What results are we seeking?
- How will we know we are finished?
- Who will do the work?

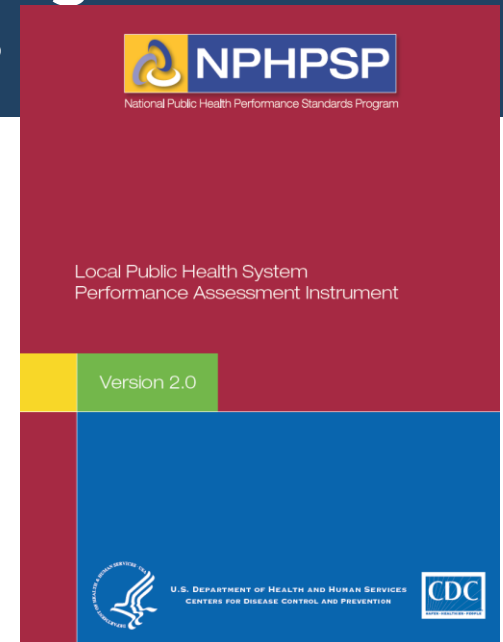
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NPHPSP Resources

Online Toolkit

www.cdc.gov/od/ocphp/nphpsp

- Participant Selection Table
- Recruitment / Invitation Letters
- Preparations Checklists
- Pre-Assessment Press Releases
- Orientation Meeting Agendas
- Assessment Agendas
- Facilitator's Guide
- Ground Rules
- Voting Cards
- Score Sheets
- Evaluation Forms



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Let's Discuss!

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Questions about or
suggestions for
Partnership
Development?

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Develop Community Partnership for CHIP Development

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Vision and values statements provide

- focus
- shared purpose
- direction

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Questions for Vision Development

- What does a healthy community mean to you?
- What are important characteristics of a healthy community for all who live, work, and play here?
- If our efforts are successful how will our community be different?



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Steps in Visioning Process

- Identify other community visioning efforts
- Design the visioning process
- Conduct the visioning process
- Formulate the vision statement and common values



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Examples of MAPP Visions

“A responsive, sustainable public health system that, through cooperative efforts, planning and policy development, a broad focus on health promotion and disease prevention, and shared leadership and accountability, is positioned to respond to current and future public health challenges, and protects and promotes the health and well-being of all Chicago communities, residents and visitors, particularly the most disadvantaged.”

» Chicago, IL

“All stakeholders in East Tennessee will be engaged in creating conditions for improved health and quality of life.”

» East Tennessee Regional Health Council

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Collect and Analyze Data to Understand Health Issues



- Forces of Change
- Local Public Health System (NPHPSP)
- Community Themes and Strengths
- Community Health Status

Other Assessments to Use for CHIP

- Results from WA Standards Review have information similar to the Local Public Health System assessment
- SWOT Assessments from Strategic Planning
- Community Health Assessments

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Translating MAPP into a Framework for CHIP / SHIP: Team Discussion

<i>Elements of MAPP</i>	<i>What Do You Already have? List any current or previous information that can be used in the CHIP process, such as vision statements, assessment data that is similar to any of the 4 MAP assessments, etc.</i>	<i>What are your next steps? How will we incorporate these assessment results and priorities into the CHIP / SHIP framework? What additional activities do we need to conduct?</i>
<p>Phase 1: Organizing for Success & Partnership Development</p> <p><i>Does your community or state partnership represent the key organizational players engaged in improving the public's health?</i></p>		
<p>Phase 2: Visioning</p> <p><i>Is there a vision statement developed by your partnership group?</i></p>		
<p>Phase 3: Four Assessments:</p> <p>Community / Statewide Themes & Strengths Assessment</p> <p><i>Is there a summary of cross-cutting themes?</i></p>		

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Translating MAPP into a Framework for CHIP / SHIP: Team Discussion

<i>Elements of MAPP</i>	<i>What Do You Already have? List any current or previous information that can be used in the CHIP process, such as vision statements, assessment data that is similar to any of the 4 MAP assessments, etc.</i>	<i>What are your next steps? How will we incorporate these assessment results and priorities into the CHIP / SHIP framework? What additional activities do we need to conduct?</i>
Phase 1: Organizing for Success & Partnership Development <i>Does your community or state partnership represent the key organizational players engaged in improving the public's health?</i>	Topical coalitions Project-based partnerships	Sector mapping Expand geography Expand membership representation Recruit new leadership
Phase 2: Visioning <i>Is there a vision statement developed by your partnership group?</i>	Visions for substance abuse, violence, immunization, physical activity, clean air and water from health care, non-profits, other coalitions	A vision that includes the entire community's perspective
Phase 3: Four Assessments: Community / Statewide Themes & Strengths Assessment <i>Is there a summary of cross-cutting themes?</i>	Standards review SWOT Health assessments	Mental health data Economic development data Social determinants Health care systems information Town halls Online/social media data gathering

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Let's Discuss!



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- Questions or comments on how Health Departments can use existing data and assessment results with the MAPP Framework to develop CHIPs?

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Identify Strategic Issues

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Strategic issues (or Vision Areas, Priority Areas) are **fundamental policy choices or critical challenges** that must be addressed in order for a community to achieve its vision.

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The Process

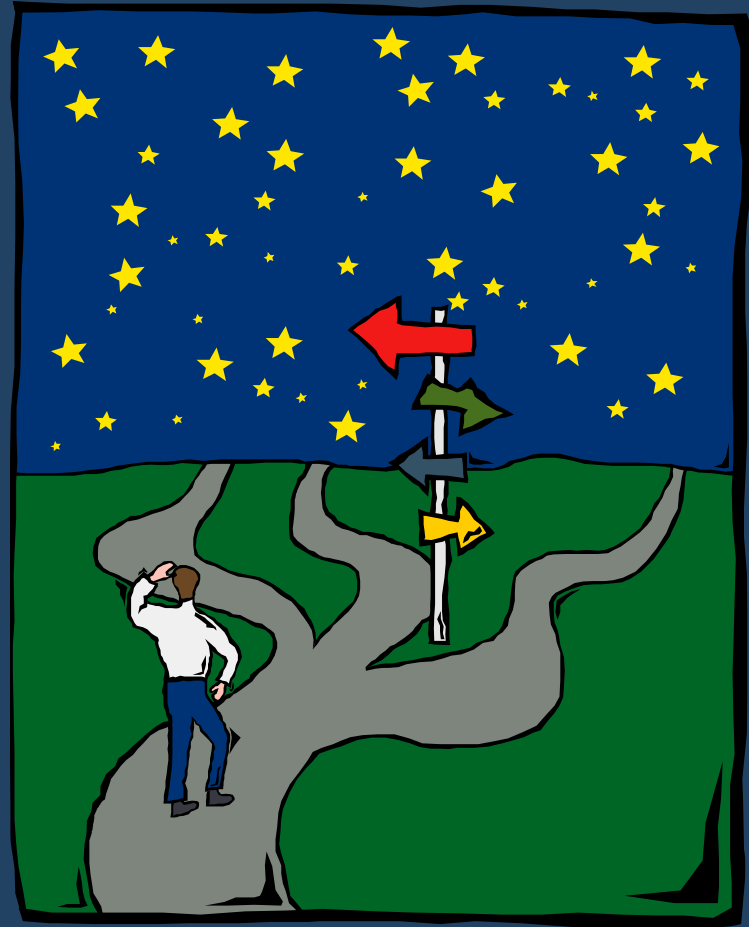


- Determine the method for completing this phase
- Present summary of all four assessments
- Brainstorm potential strategic issues
- Develop an understanding about why an issue is strategic
- Consolidate overlapping or related issues
- Conduct a prioritization or selection process
- Arrange issues into an ordered list
- Disseminate results
- Evaluate the process

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“If You Don't Know
where You Are
Going, Any Path
Will Do.”

The Cheshire Cat, in Lewis
Carroll's *Alice In Wonderland*



One way to determine the road to better health in
our communities is to use criteria to identify the
issues we will work on together.

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Criteria for Prioritizing Health Issues

- Size How many people are affected?
- Seriousness Deaths, hospitalizations, disability
- Trends Is it getting worse or better?
- Equity Are some groups affected more?
- Intervention Is there a proven strategy?
- Values Does our community care about it?
- Resources Build on current work - available \$?

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Rate the Seriousness of the Health Problem

(Hanlon Method for Prioritizing Health Problems APEXPH Manual)

Give each health problem a numerical rating on a scale of 0 through 10. The table below is an example of how the numerical rating might be established.

How Serious a Health Problem is Considered	“Seriousness” Rating
Very Serious (e.g., very high death rate; premature mortality; great impact on others; etc.)	9 or 10
Serious	6, 7, or 8
Moderately Serious	3, 4, or 5
Not Serious	0, 1, or 2

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Rate the Size of the Health Problems

Give each health problem a numerical rating on a scale of 0 through 10 (reflects % of the local population affected by the particular health problem)

The table below is an example of how the numerical rating might be established.

Percent of Population with the Health Problem	“Size of the Problem” Rating
25% or more	9 or 10
10% through 24.9%	7 or 8
1% through 9.9%	5 or 6
.1% through .9%	3 or 4
.01% through .09%	1 or 2
Less than .01% (1/10,000)	0

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Criteria Matrix

	Importance			Equity			Serious	Size	Effective Actions	Total
Health Issue	H	M	L	H	M	L				
1. Health Care Access	3				2		5	6	10	26
2. Injury & Violence		2				1	7	3	4	17
3. Chronic Disease	3				2		9	8	3	25
4. Low HS Graduation		2		3			4	6	3	18
5. Alcohol/Drug Use			1			1	8	3	2	15

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Formulate Goals and Strategies



- Form goal statements related to strategic issues
- Identify strategies for achieving goals

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Strategic Issue (Priority or Vision Area)

- Lack of access to population-based and personal health care services.

Goal

- All persons living in our community have access to affordable quality health care.

Strategies

- Create a network of reduced cost primary care providers.
- Provide free or reduced cost transportation services to care site.



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Example

**Maryland STATE HEALTH IMPROVEMENT PLAN (SHIP) FRAMEWORK
with Maryland Rankings - 2011**

Vision Area	SHIP Objectives	Maryland rank on related indicator (1 is best)
1. INCREASE LIFE EXPECTANCY		
Healthy Babies	2. Reduce infant deaths	41-Infant Mortality
	3. Reduce low birth weight (LBW) & very low birth weight (VLBW)	38-LBW
	4. Reduce sudden unexpected infant deaths (SUIDs)	-
	5. Increase the proportion of pregnancies that are intended	15-Teen Birth Rate
	6. Increase the proportion of pregnant women starting prenatal care in the first trimester	32 - Receiving adequate prenatal care
Healthy Social Environments	7. Reduce child maltreatment	38-Child Abuse and Neglect
	8. Reduce the suicide rate	8- Suicide rate
	9. Decrease the rate of alcohol-impaired driving fatalities	18- Alcohol impaired driving fatalities
	10. Increase the proportion of students who enter kindergarten ready to learn	-
	11. Increase the proportion of students who graduate high school	16th- High School Graduation Rate
Safe Physical Environments	12. Reduce domestic violence	-
	13. Reduce blood lead levels in children	23- young children
	14. Decrease fall-related deaths	22- deaths due to falls
	15. Reduce pedestrian injuries on public roads	-
	16. Reduce Salmonella infections transmitted through food	-
Infectious Disease	17. Reduce hospital emergency department visits from asthma	39-Asthma prevalence
	18. Increase access to healthy food	-
	19. Reduce the number of days the Air Quality Index (AQI) exceeds 100	-
	20. Reduce new HIV infections among adults and adolescents	41- AIDS cumulative cases 13 & older
	21. Reduce Chlamydia trachomatis infections among young people	18 -Chlamydia rates all ages
	22. Increase treatment completion rate among tuberculosis patients	36 - # of TB Cases
	23. Increase vaccination coverage for recommended vaccines among young children	10 - Ages 19-35 months
	24. Increase the percentage of people vaccinated annually against seasonal	6 - Influenza

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How to Develop Goals and Strategies



1. Determine how goals and strategies will be developed
2. Develop goals
 - Reference vision statement and strategic issues continually
3. Generate a variety of strategies
 - Resist pressures to settle for an obvious or comfortable strategy
 - Reference assessment data

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How to Develop Goals and Strategies

4. Brainstorm barriers to implementation

Think about...

- Resources
- Community support
- Legal or policy impediments to authority
- Technological difficulties
- Limited organizational or management capacity

5. Draft implementation details

Consider...

- What specific actions need to take place?
- What is a reasonable timeline?
- Which organizations and individuals should be involved?
- What resources are required and where will they come from?

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Write “SMART” Objectives!

- Specific
- Measurable
- Attainable
- Relevant
- Time-oriented

Outcome Objective: This objective is a measurable statement indicating the desired level of change in a health problem or condition. This is a long-term objective. Consider setting objectives with a three to five year time-frame, depending on the timing of your CHIP.

Increase to 35% the proportion of adolescents who engage in moderate physical activity for at least 30 minutes on 5 or more of the previous 7 days by December 2015.

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The Action Cycle

- Plan
- Implement
- Evaluate



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Establishing the Action Plan

Plan

What will be done?

How will it be done?

Who will do it and when?

Implement

Evaluate

Evaluate progress and celebrate success

Feed information back into the action cycle

Evaluation should occur throughout the process!



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Use Proven Interventions



What Works to Promote Health? www.thecommunityguide.org

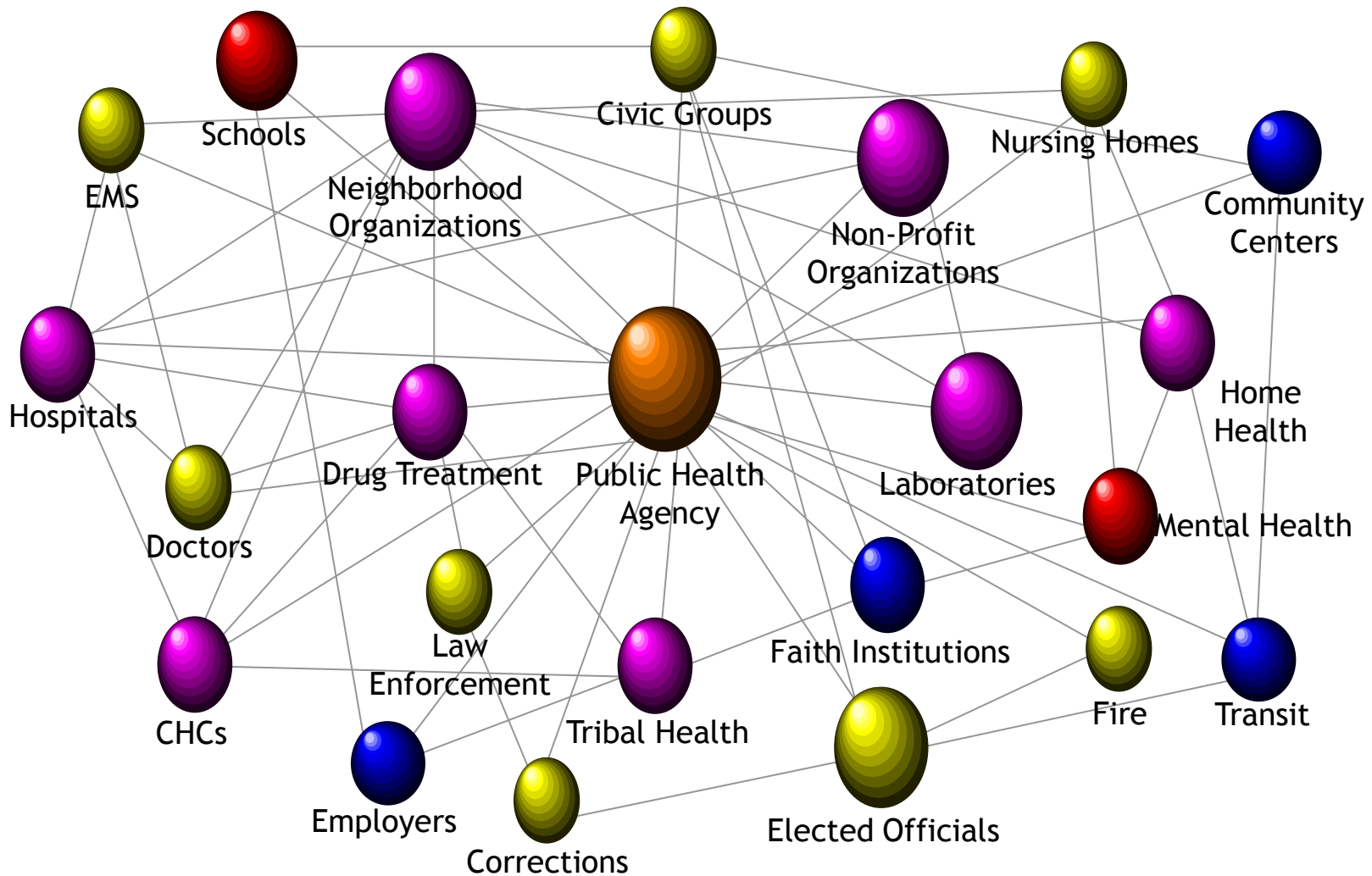
Lists interventions for many health issues and conditions in 3 categories:

- Insufficient evidence
- Recommended (sufficient evidence)
- Recommended (strong evidence)

EXAMPLE: Increasing Tobacco Cessation Use

- Mass Media Contests (Insufficient evidence)
- Mass Media Campaign with other Interventions: Recommended (Strong evidence)
- Provider reminders used alone: Recommended (Sufficient evidence)
- Reduce out-of-pocket cost for cessation: Recommended (Sufficient evidence)

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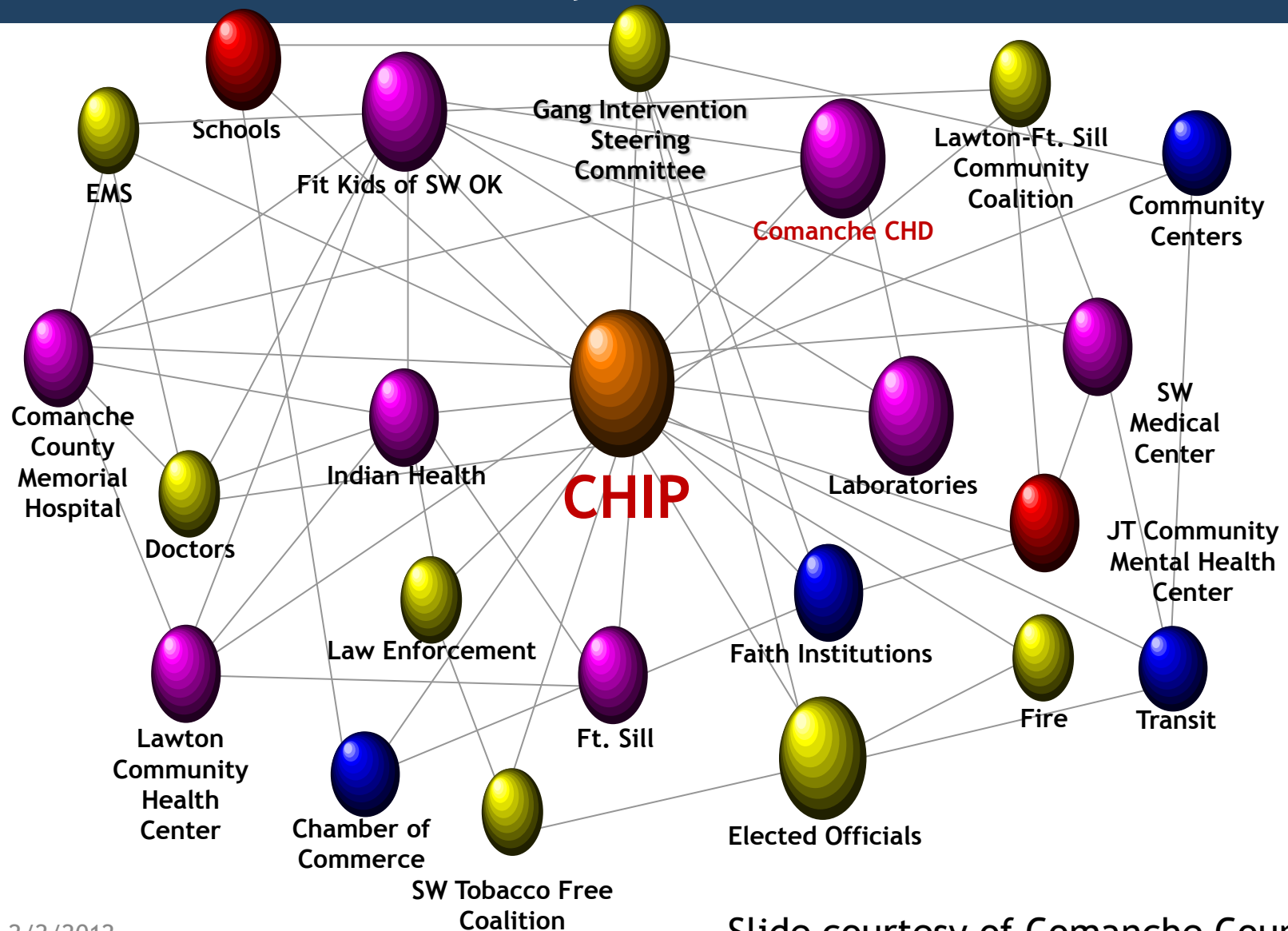


Local Public Health System

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CHIP/SHIP Resources

- PHAB Standards at <http://www.phaboard.org/accreditation-process/public-health-department-standards-and-measures>
- Illinois Health Improvement Plans and Workbook
<http://app.idhp.state.il.us/Resources/IPLANProcess.asp?menu=3>
- NACCHO website for the MAPP process and materials
<http://www.naccho.org/topics/infrastructure/MAPP/index.cfm>
- The Community Guide www.thecommunityguide.org
- National Guideline Clearing House <http://www.guidelines.gov/>
- Agency for Healthcare Research and Quality
<http://www.ahrq.gov/clinic/cps3dix.htm>
- Center for Health Improvement, Health Policy Guide
<http://www.healthpolicyguide.org>
- Community/State Health Improvement Plan Collaborative
<http://www.doh.wa.gov/PHIP/catalog/topic/phs/chip-ship/chip-ship.htm>

Thanks for attending! Please evaluate the training.

Upcoming iLinc training events on SmartPH now

Strategic Planning

March 14, 2012, 10 AM to Noon

Logic Models in Public Health Program Management

May 16, 2012, 10 AM to Noon

Upcoming in-person training events on SmartPH now

Experiencing the QI Method

July 18, 2012, 9 AM to 3:30 PM,
Tacoma-Pierce County Health Dept.

Preparing for National Public Health Accreditation

September 20, 2012, 9 AM to 3:30 PM,
Tacoma-Pierce County Health Dept.

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What questions or comments
do you have?

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